

NOAA DIVERSITY TRAINING INITIATIVE

PROPOSAL OVERVIEW SUBMITTED BY:

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## **Introduction**

The human response to difference and diversity is a fascinating and complex phenomenon. Because it is a human response encounters with difference are often characterized by actions based on both intellect and emotion.

The societies that we live in and the cultural groups that we are apart of assign the values that we place on difference. These assigned values have been transported into the workplace and influence organization policy, procedures and reward systems. NOAA is a science -based governmental organization that thrives on equal access and the best ideas and brightest people for the job. Informal or formal bias that undermines equity and excellence is a major threat to the success of the agency. Therefore, the proposed program is intended to re-direct current organizational change and the overall strategic model to encompass an actual rather than assumed view of the needs and goals of all NOAA employees.

## **Objectives**

- Add value to **all** groups that are apart of the NOAA employee base as well as organization policies and practices
- Reinforce sustained and systemic effective diversity work at NOAA which begins with awareness and development of individual employees
- Provide an in-depth understanding and knowledge of current diversity theory and practice as well as emerging methods that are critical for supporting NOAA's Managing Diversity Strategy which is focused on:
  1. Respect for individuals
  2. Inclusion
  3. Supportive / Flexible Systems, Policies and Practices
  4. Supportive and Flexible Workplace Behaviors
- Assist NOAA leaders and change agents in developing skills to manage the dynamic relationship between Diversity and Organizational Change, two related but independent areas.

## **Program Overview**

We are proposing a 3-year diversity workshop program for all NOAA employees that will include a variety of workshops specifically tailored for individual groups of NOAA executives, managers and staff. The program includes workshops designed specifically for the NOAA Executive Team (2 days) and the NOAA Diversity Council (5 days of workshop time divided into 2, 2 and 1 day workshops) to foster and support their leadership and commitment to the diversity program. Sixty people, who are representative of NOAA and demonstrate maximum diversity, will be selected as NOAA diversity advocates participating in 3, 1-week workshops. As part of the selection process these diversity advocates will commit to supporting and advocating NOAA's diversity effort.

The NOAA diversity advocates will be formed into diverse 2-person facilitator teams. Diversity workshops for managers (3 days) and employees (1 day) also will be designed,

piloted and conducted by external facilitators with the involvement of the NOAA diversity advocates. The external facilitators will seek advice from a small 4-5 person consultative group of people from the NOAA Office of Diversity and NOAA Diversity Council about the design of the diversity workshops for the NOAA executive team, Diversity Council, diversity advocates, managers and employees.

### **Schedule of Diversity Workshop Program Activities**

Activities involved in designing and conducting the diversity workshop program will be scheduled in the following manner:

#### **Year 1**

- **NOAA Executive Team** (with learning partners to enhance the diversity of workshop experience): 2-day workshop for 30 people with 2 external facilitators.
- **NOAA Diversity Council:** 5 days of workshop time, involving 2, 2 and 1 day workshops, for 30 people with 2 external facilitators.
- **NOAA Diversity Advocates:** 2 rounds of 3 1-week workshops, each for 30 people with 3 external facilitators -- resulting in training for a total of 60 diversity advocates. Diversity advocates will be formed into 30 diverse 2-person teams to learn about and conduct the NOAA managers and employees workshops with the support of external facilitators.
- **Design and Pilot NOAA Managers Workshop and NOAA Employees Workshop**

#### **Year 2**

- **NOAA Managers:** 30 3-day workshops, each for 30 managers with 2 external facilitators (Each of the 30 2-person diversity-advocate facilitator teams will observe and be mentored for one managers workshop).
- **NOAA Employees:** 120 1-day workshops, each for 30 employees with 2 facilitators. 60 of the 1-day workshops will involve 2 external facilitators who will be training the 30 2-person diversity-advocate facilitator teams to conduct the workshops. The 2-person diversity-advocate facilitator teams will conduct the remaining 60 1-day workshops. (Each of the 30 2-person diversity-advocate facilitator teams will observe and be mentored for one employee's workshop. They will conduct a second workshop using the external facilitators as consultants and advisors. The 30 2-person diversity-advocate facilitator teams will conduct the remaining employee workshops.)

#### **Year 3**

- **NOAA Managers:** 10 3-day workshops, each for 30 managers with 2-person diversity-advocate facilitator team.
- **NOAA Employees:** 280 1-day workshops, each for 30 employees with 2-person diversity-advocate facilitator teams.

## **Proposed Budget for External Facilitators**

The proposed Diversity Workshop Program will be carried out by 2 external consultant/facilitators -- Pamela Palanque North and Michael Brazzel-- in partnership with Barbara Marshall Bailey and the NOAA Office of Diversity. Their bios follow below. 6-8 additional senior external facilitators will assist them at specific times in connection with the Diversity Advocate, Managers and Employees workshops, during the first and second years of the program. The third year of the program will be conducted entirely by the Office of Diversity and the 30 2-person diversity-advocate facilitator teams. Consultant/facilitator fees at a rate of \$2000 per day plus expenses will be handled by Palanque Associates invoice to the NOAA Office of Diversity. The following budget estimates assume that airline and surface travel, hotel, materials, meeting space and equipment expenses are paid directly by the NOAA Office of Diversity.

### **Year 1 (Total: \$300,000 and \$8,850 expenses)**

- **NOAA Executive Team Workshop:** 3 planning and consultation days and 2 workshop presentation days for 2 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$20,000 fees and \$550 expenses.
- **NOAA Diversity Council Workshops:** 4 planning and consultation days and 5 workshop presentation days for 2 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$36,000 fees and \$990 expenses.
- **NOAA Diversity Advocates Workshops:** 9 planning and consultation days (3 days for each of 3 workshops) and 30 workshop presentation days (5 days per workshop for 2 rounds of 3 workshops) for 3 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$234,000 fees and \$6435 expenses.
- **Design and Pilot NOAA Managers Workshop and NOAA Employees Workshop:** 6 planning and consultation days (3 days for each of the Managers and Employees workshops) and 4 pilot workshops presentation days for 2 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$40,000 fees and \$1100 expenses.

### **Year 2 (Total: \$500,000 fees and \$11,500 expenses)**

- **NOAA Managers Workshops:** 90 workshop presentation days (30 3-day workshops) for 2 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$360,000 fees and \$9900 expenses.
- **NOAA Employees Workshops:** 60 workshop presentation days (60 1-day workshops) for 2 external facilitators @ \$2000/day fee and \$55/day expenses, totaling \$240,000 fees and \$6600 expenses.